Working toward a common goal!

Effective teamwork

Serge Duguay
CCNB-Dieppe Campus
10/3/2008
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**AGENDA**

**EFFECTIVE TEAMWORK**

*Working toward a common goal!*

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Sunshine yellow – The jazz group
Fiery Red – A fire station
Team dynamics – On a bad day
Thoughtful and cautious blue – A bureaucratic nightmare
Calm and empathetic green – Stubbornness
Sunshine yellow – A carnival out of control
Fiery red – Turf wars
The dominant culture in your team

Compare your own colours with those of your team members

Team values

Comment [U1]: Voulez-vous dire "comparez vos couleurs personnelles avec celles des membres de votre équipe?"
Comment [U2]: Quelques lignes plus haut, j'ai changé le pour la dynamique à moins que vous voulez vraiment dire le.
Your training goals

Split up into teams. Each team should receive a conference board and answer one group of questions:

1. What do you want to avoid in this training (concerns or considerations)?
2. What can you do to contribute to the success of this training?
3. What do you plan to talk about during this workshop?
4. What do you want to accomplish and what do you want to get from this training?

Identify your own goals.
DEFINITIONS

WHAT IS THE DIFFERENCE BETWEEN A GROUP AND A TEAM?

Group
“Two or more people who interact together and influence each other.”

Team
“A group that works together to achieve a common goal.”

WHAT IS A TEAM?
A team is a group in which the whole is greater than the sum of the parts.
A team is a group of people joined by a common goal. Teams are especially appropriate when tasks are fairly complex or interdependent.
A group does not necessarily constitute a team. Teams normally have members with complementary qualifications and generate synergy through a coordinated effort that enables each member to maximize his strengths and minimize his weaknesses.
A team is a small number of people with complementary qualifications who are invested in a common goal, purposes of execution, and an approach for which they all take joint responsibility.

• Small number
• Complementary skills
• Shared performance goals and objectives

• Joint approach
• Sharing of responsibilities

Explain what is frustrating and exhausting in teamwork.

Explain what you find beneficial and energizing in teamwork.
Nowadays, we find all types of teams in society, and these generally fall into one of two primary groups: permanent teams and temporary teams. Here are some examples:

1. **Study and action team - Task Force** – a temporary team assembled to study a specific issue or problem

2. **Problem-solving team** – A temporary team assembled to solve a specific problem (shorter lifespan and smaller scope than the “study and action team”)

3. **Production team** – a temporary team assembled to design a specific product or project

4. **Committee** – a temporary or permanent group formed to act on specific matters

5. **Working group** - a permanent group of workers who receive directives from a foreman or supervisor

6. **Work team** (also called a self-directed work team) - a permanent group of workers who share a joint mission and collectively control their own affairs within preset limits

7. **Quality circle** (now also known by several other names) - a group of workers from the same functional sector who meet regularly to discover and resolve problems related to their work and to seek opportunities for improving their work.

The name of the group or type of team is less important than the purpose for which it exists. These names all simply provide a common language to help us define the team types.

*Not all groups are teams.*

Some people also use the word “team” when they actually mean “employees.” A “sales team” is a common example of euphemistic use of the term, although there is interdependency between the organization and the sales team where sales decline because of poor performance by other parts of the organization on which sales depend, such as delivery, after-sales service, etc. However, “sales staff” is a more accurate description.

*What types of teams do you have in your organization?*
THE FOUNDATIONS OF TEAM BUILDING

FIVE QUESTIONS TO CONSIDER FOR TEAM BUILDING

1. INTERDEPENDENCY

This is the way in which the results for each member are influenced, at least in part, through the actions of the other members. The team should be structured in such a way that it requires cooperative interdependency. Functioning independently or in competition with other team members should result in failure for the entire team.

2. SPECIFIC GOALS

It is very important that team members share common goals and be able to communicate clearly on the subject of various goals they may have. In fact, the common goals are central to the concept of a “team.” A simple team-building activity is to assign one recently trained team member the task of drafting a statement of the team’s mission, values and goals.

3. COHESIVENESS

This term relates to people’s desire to form part of the team. Teams are cohesive provided membership in the team is positive and that members are drawn to the team. In task-focused teams, the concept may be divided into two groups, Social Cohesiveness and Task Cohesiveness. Social Cohesiveness relates to the bonds of interpersonal attraction between members of a team. Although a high level of Social Cohesiveness can make team life more pleasant, it is not directly linked to the team’s performance. Nevertheless, interpersonal attraction within a team appears to be a very important concern for many people. Team-building activities that have a fun or play component are useful for developing this attraction within the team. Task Cohesiveness is related to how members’ skills and aptitudes mesh to support effective execution of tasks.

4. ROLES AND STANDARDS

At some point, all teams develop a set of roles and standards. In teams formed to perform tasks, it is vital that the structure enable the team to cope effectively with situations. When tasks are divisible and conjunctive, such as tasks in most important teams in our society, assignment of roles to members who can execute them effectively is essential. Active consideration of role structure can form an important part of a team-building exercise. To learn more effectively from each person and appreciate each role within the team, it may be useful to rotate roles.

Standards are the rules governing the behaviour of team members and include rewards for behaviour consistent with normative conditions, as well as sanctions for violating standards. Standards are developed formally or informally.

5. COMMUNICATION

Effective interpersonal communication is essential to a functional work team. There are many ways to facilitate the development of communication, including the use of active listening techniques or training on providing feedback. It is also important that a team develop an effective communications network: “Who communicates to whom?” “Is someone ’out of the loop?’” Standards will be developed to govern communication.
THE KEY TO SUCCESSFUL TEAMWORK

Whether you are about to form a new team or revitalize an existing team, you need time, patience and an approach. There is no miracle solution. Building a team and inspiring it to work together is a difficult and lengthening process.

Many teams fail because they lack a clear picture of the future; they have no vision, objectives, or strategies. We have developed a series of questions to help you lay a foundation on which to build a solid team. Once you have suitable answers, your team should generate an impressive energy that will have a direct impact on performance.

Comment [C4]: [from top] What are the strengths, weaknesses and personalities in our team? Where are we at as a team? In what direction are we headed? How will we get there? What is expected of us as individuals? What support will the team receive? Are we performing up to expectations? Are our efforts being recognized? Highly effective team.
To build a highly effective team, the problems associated with these questions must be addressed. There must be ongoing verification and discussion of these problems throughout the team development phase.

**WHAT ARE THE STRENGTHS, WEAKNESSES AND PERSONALITIES IN OUR TEAM?**

Each member of a team brings his strengths and weaknesses. Everyone has a different personality and a different approach to communicating, setting goals and solving problems. Members of a team must know each other well to maximize their performance. Tools such as Insights Discovery, Myers Briggs, Disc, etc., can help you sort through and analyse the personalities of members of your team. You will learn about their communication styles, decision-making processes, how they prefer to gather data, and much more. This is a start but an essential step for each team.

**WHERE ARE WE AT AS A TEAM?**

Before deciding in which direction to head, members must assess their Strengths, Weaknesses, Opportunities and Threats. This step helps us determine whether we have the necessary resources to achieve our stated objectives.

**IN WHAT DIRECTION ARE WE HEADED?**

To be productive, effective and motivated, the team must have a clear picture of its vision. This vision must be consistent with the organization’s mission, values and goals.

**HOW WILL WE GET THERE?**

To make our vision tangible, we must define objectives, develop an action plan and measure performance. It is vital to plan what road to take and know our destination.

**WHAT IS EXPECTED OF US AS INDIVIDUALS?**

People cannot perform well if they are uncertain about what is expected of them. In a highly effective team, all team members will have clearly defined roles, a specific job description and more importantly clear responsibilities.

**WHAT SUPPORT WILL THE TEAM RECEIVE?**

If you seek to achieve your objectives, you obviously will need support in the form of training, development, coaching and leadership.

**ARE WE PERFORMING UP TO EXPECTATIONS?**

A high-performance team regularly assesses its effectiveness and continually changes procedures to improve its performance. Members learn from their mistakes and set goals and challenges for themselves.

**ARE OUR EFFORTS BEING RECOGNIZED?**

In general, most teams will not reach peak performance unless they receive some form of recognition. There are several ways to provide recognition: feedback and coaching, compensation, benefits or promotions.

**WHAT DO YOU NEED TO LEARN ABOUT YOUR TEAM MEMBERS?**

*Comment (C5):* What are the strengths, weaknesses and personalities in our team?
IN GROUPS, DISCUSS THIS QUESTION.

PERSONALITY TRAITS BASED ON INSIGHTS DISCOVERY

THE OBJECTIVES OF INSIGHTS DISCOVERY:

Personal effectiveness is the core of the Insights system. This is the doorway into our system and the indispensable complement to the “Insights Discovery” personal profile. The Insights personal profile is a fun document to read, interactive, that enables participants to understand themselves and others better. It can be implemented immediately.

The program is based on a very simple model: using the information provided by the “Insights Discovery” personal profile, the training helps each participant discover and better understand his own personality, accurately identify others’ behaviours and adapt his communication style to each person’s needs.

Through the behaviours described by the four "Insights" colours, Cool Blue, Earth Green, Sunshine yellow and Fiery Red – which are easy to learn and remember - participants acquire a common language and method so they can improve their relationships with others.

Comment [C6]: Personal Effectiveness Program

Comment [C7]: Act / Adapt and connect / Understand others / Understand oneself

Comment [C8]: The four-colour Insights Discovery wheel
COOL BLUE Cautious, Precise, Measured, Questioning, Formalistic FIERY RED Competitive, Demanding, Determined, Voluntary, Results oriented SUNSHINE YELLOW Sociable, Dynamic, Demonstrative, Enthusiastic, Persuasive EARTH GREEN Sympathetic, Encouraging, Sharing, Patient, Relaxed
The “Insights Discovery” profile recognizes that each person is a unique being with his own style, needs and expectations.

To obtain their profile, people must complete a questionnaire of 4x20 questions. They therefore will be given a document of more than 20 pages that supports and facilitates both personal and professional development and team development.

The profile recognizes that each person is unique; it recognizes and values the differences within a team, between men and women, and between organizations.

Each profile has a “Base” module that covers the following points: potential strengths and weaknesses, value for the team, communication style, possible oversights, opposite type, and suggestions for moving forward.

The information provided by the “Base” model can be rounded out by the complementary modules, which sheds light on each person’s behaviours in his work environment. These complementary modules are ideal for encouraging and supporting a personal development process.

Management module

This module is an interesting addition to management or leadership training. It provides each manager with an awareness of his own management style and an understanding of the needs of the people he manages, for their motivation, work environment, and how they would prefer to be managed.

Self-realization module

This module leads the individual further into his personal development potential by exploring such factors as personal creativity, setting goals and learning style. This module can be the red line for a personal effectiveness training program or for coaching sessions.

Sales module

This module describes how each individual approaches the various steps in sales, from contract preparation to client follow-up. It can be adapted to each company’s specific sales process.

**“INSIGHTS DISCOVERY” TRAINING**

Length – 3 - 6 hours

**Interview module**

This module is a one-page document that gives recruiters a list of relevant questions to ask people they meet at a recruiting or internal mobility interview.

**In brief**

- Each person is unique... and so is each Insights Discovery profile!
- A colour system facilitates memorization.
- Simple, positive language gets everyone involved.
- Constantly monitored and revalidated reliability.
- Helps everyone understand his personal style and how that affects others.
- Helps everyone develop his personal effectiveness skills, helps the group improve its team performance, and helps the organization create a culture of effectiveness.
- Ease of comprehension and assimilation guarantees more sustained use over the long term, thus greater potential for change and development.
Objectifs de cette session

- Comprendre ce qu’est la perception et son importance dans nos relations avec autrui
- Vous expliquer le concept des préférences psychologiques de C.G. Jung
- Identifier les quatre couleurs fondamentales Insights et connaître les caractéristiques de chacune
- Comprendre que chacun d’entre nous possède et utilise les quatre couleurs à un certain degré, mais qu’il montre une préférence pour en utiliser une plus que les autres
- Comprendre les forces et faiblesses relatives de chaque couleur

Please find attached the PowerPoint presentation and the companion handbook.

Comment [C11]: Objectives of this session – Understand what perception is and its importance in our relations with others – Explain C.G. Jung’s concept of psychological preferences – Identify the four basic Insights colours and know the characteristics of each – Understand that each one of us has and uses the four colours to some degree, but shows a preference for using one more than the others – Understand the strengths and weaknesses linked to each colour

Comment [C12]: Where are we at as a team?
Research has been conducted on teams for many years, finding that teams evolve in stages before reaching optimal function. Some teams evolve quickly from one stage to the next while others plateau and fail to evolve further.

A good start for identifying team problems is to gain a clear understanding of the stages.

**Étapes de développement des équipes**

**ORIENTATION (FORMING)**

This is simply the formation of a group of individuals.

In this stage, members:

- Are somewhat enthusiastic;
- Generally have positive expectations;
- Feel a little anxiety about their impact on this team and progress in general;
- Feel a little anxiety about the other members.

In the orientation stage, productivity is generally low because members focus on identifying a problem, the solution, goals, objectives, tasks, and necessary skills and resources. The length of this stage depends on how clearly tasks are defined. Groups performing simple tasks quickly move through this stage but those performing complex tasks must invest more time.

This stage is important because it provides clarification for the team. The teams that place importance on relations and on assigned tasks achieve greater success. Consideration must be given to the personality, strengths and challenges of people gathered in a team.

*Leaders must assist members with the transition from a group of individuals to a team.*

**DISSATISFACTION (STORMING)**

The characteristics of this stage:

- arguments between members;
• conflicts;
• a decline in motivation and morale.

This dissatisfaction stage is the direct result of the gap between initial expectations and the reality perceived by members. There may be a difference between members over the tasks to be performed. Members also start to deal with personality differences, which is normal each time a new group is formed. Members of a team may feel animosity or frustration over the tasks or with other members. Things sometimes do not progress at the desired pace. Members may even be angry at the leaders who appear to be shoving sticks into the spokes.

This stage is generally short-lived. Some teams, however, can get bogged down in this stage, causing productivity and morale to plummet.

**Leaders must manage rather than stifle conflict. “It must come out!”**

**STANDARDIZATION (NORMING)**

The characteristics of this stage:

• conflict resolution;
• establishment of standards and processes;
• increase in productivity.

Members now resolve their conflicts, clarify their roles and goals. Members are also less dissatisfied than in the previous stage because they have gotten to know each other and work together. They begin to make progress in achieving their objectives. They start to develop tools that will help them solve problems, a code of conduct, shared values and to identify performance indicators.

Members’ attitudes have changed considerably. There is now less hostility between members; there is a feeling of cohesiveness, homogeneity, mutual respect, harmony and trust, and members enjoy performing their work.

Productivity improves slowly in this stage as skills increase. The group finally begins to change into a team.

“Sacrifice differences of opinion for the good of team unity.”

**PERFORMANCE (PERFORMING)**

The team has now reached cruising speed. It has become effective, productive, with a positive atmosphere. Members start to be confident, appreciate open communication, show enthusiasm, and differences of opinion are encouraged because they are always treated with respect and free of personal conflict.

Although work is performed in every stage, productivity peaks in this stage.

**Leaders must ensure that they have the necessary resources to achieve their goals. Teams can manage themselves practically on their own.**

**TERMINAL**

In the case of temporary teams, this final stage is the end of the process.

Depending on the team’s success or members’ sense of belonging, this stage may be a sad moment, or a relief. When teams reach their end, time must be allowed to recognize their achievements, take a look back at the obstacles, challenges and shortcomings.

**When the end is in sight, leaders must motivate the team to finish the final details.**
Discussion

When you think about the various problems you team experience, consider what stage your team has reached. This might help you find a solution or simply help you understand that this situation is normal and that things will improve with time and patience.

RATE YOUR TEAM CULTURE

When it comes to teams... we’re all in the same boat.

Answer the following questions and analyse your results at the end.

In our team, the major expectation is that...

A. Team members will be productive and effective?
B. Team members will fully use their gifts and talents?
C. Team members will share their ideas, experiences and creativity with the rest of the team?
D. Team members will be well organized and focused on action?
In our team, when we deal with individual problems...

A. Clear standards and objectives are proposed to deal with the problem.
B. Individual circumstances and considerations are important because there may be exceptions.
C. The human factor and the general good of the team are crucial.
D. General principles and concepts are followed. Individual cases should not drag on forever. We all have our responsibilities.

It is better for the person involved to find a solution.

In our team, the major strength that gives direction to the team is...

A. A realistic analysis of the reality.
B. A good understanding of the team’s shared values.
C. A clear shared vision of the future.
D. Having a supervisor present and goals that motivate people to perform effectively.

In our team, “the preferred action” is based on...

A. Facts and accuracy.
B. The human aspect and the reaction of the people involved.
C. The inspiration created, motivation and interest.
D. Logic and innovation even if there are risks.

Team decisions are made...

A. Logically following objective analysis of the situation.
B. After personal deliberation, based on each person’s feelings.
C. After a group discussion and opinions based on people’s feelings.
D. With logic, but fast integration.

The team places value on...

A. The effectiveness of processes, well planned activities and a sense of responsibility.
B. Openness to others’ ideas, a spirit of trust between members, and perseverance.
C. Exploration of new possibilities, innovation and creation of new challenges.
D. Development of inspiring, motivating goals and attainment of objectives.

The team likes to...

A. Perfect what it already knows how to do well.
B. Work well together, placing equal importance on team spirit and productivity.
C. Be well aware of its environment and respond to change with flexibility.
D. Be attentive to the requests and needs of customers.

In our team, decision making involves:

A. Considering all angles of the problem before making a well thought-out decision.
B. Discussing the challenges and carefully considering before making a decision based on our values.
C. Obtaining the approval of everyone affected by the decision.
D. Making fast decisions based on facts.

This team has a reputation for...

A. Self-management with the help of processes, clearly defined roles, policies and procedures.
B. Having a family, friendly, pleasant spirit and a generally flexible attitude toward the ideas of others.
What type of team culture are you? Like individuals, teams also have four colours of energy, with one predominating. This certainly is not the only influencing factor since each team is unique. However, this factor plays an important role in the team’s approach, decision-making process, communication style and way of managing goals and objectives under pressure.

How did you answer these questions?
Mostly A – The team has a Cool Blue approach.
Mostly B – The team has an Earth Green approach.
Mostly C – The team has a Sunshine Yellow approach.
Mostly D – The team has a Fiery Red approach.

Fill in the table below.

| Predominant colour | Second most predominant colour used by the team | Place colours here in order, starting with the predominant colour. | Give examples of when the team used each colour energy on a “good” and a “bad” day. Also explain for each case why the energy was predominant. |
Third most predominant colour

Fourth colour – the energy least used
“We are as much what we are not as what we are.”
On a bad day!

Comment [C19]: {blue} Abrupt, indecisive, suspicious, cold, reserved {red} aggressive, inquisitional, controlling, authoritarian, intolerant {yellow} nervous, agitated, indiscreet, extravagant, impulsive {green} docile, wishy-washy, ponderous, dependent, stubborn
TEAM DYNAMICS – ON A GOOD DAY

THOUGHTFUL AND CAUTIOUS BLUE – THE IDEAS INCUBATOR

In this instance, the team uses its intellectual prowess, thinks logically, and is focused on its goals. Theories abound and deep thought precedes his sharing of ideas. The focus is on solving problems and reducing the risk of errors. The team’s approach to thinking is well organized and processes are used.

CALM AND EMPATHETIC GREEN – THE COMMUNITY

Here, the team likes to forge close links and support itself. In the team community, it is normal to see sharing of personal experiences. Team members tend to be more open and “authentic.” This will be a friendly team focused on the customer. It’s like a small family! The team will have certain important traditions. If a goal must be accepted by the team, it is important that everyone know why it must be achieved.

SUNSHINE YELLOW – THE JAZZ GROUP

Here, the team culture has members participate in a relaxed and fairly unstructured way. There is a lot of room for collaboration, cooperation and opinions. Like a jazz group, the team will be very creative and appreciate the traditional as well as the novelty of change. Communication will be informal and it will be very important for all members “to enjoy the journey.” The team will produce different results each time it approaches a task even though the same team is responsible for performing the task!

FIERY RED – A FIRE STATION

Here, the team is highly focused on goals and its responsibilities are clear. The team may be seen by outsiders as aggressive in reaching its objectives. The team is practical and organized, with clear responsibilities. As with a team of firefighters, the result is what counts most. “Are we meeting our objectives or not?” It will be focused on action and have many practical procedures to support these actions. Members will be open to any changes that improve execution of tasks and increases the chances of meeting the objectives.

Comment: I would not say the novelty of change. I would simply write novelty or change.
THOUGHTFUL AND CAUTIOUS BLUE – A BUREAUCRATIC NIGHTMARE

A team with predominantly blue energy can also have its downside. “The ideas incubator” can degenerate into a “bureaucratic nightmare.” The team avoids taking action by conducting more research and analysis than is truly necessary. There is an English expression to describe this situation: “Analysis paralysis”! When this happens, the process becomes cumbersome, ideas and creativity are stifled and the incubator no longer produces anything.

CALM AND EMPATHETIC GREEN – STUBBORNNESS

A team with predominantly green energy can also have its downside. “The community” can degenerate into a fiercely stubborn group. The team’s values become so absolute that the team becomes very hidebound and stubborn in defending its principles to the point of losing touch with reality and the practical aspect of the situation. Consequently, the team’s spirit degenerates and the approach becomes rigid and tense.

SUNSHINE YELLOW – A CARNIVAL OUT OF CONTROL

A team with predominantly yellow energy can also have its downside. The “jazz group” can degenerate into a “carnival out of control.” With little structure, people start to lose focus. Instead of concentrating on objectives, activities in this team are based on fun and socializing to the detriment of work, actions and objectives.

FIERY RED – TURF WARS

A team with predominantly red energy can also have its downside. “A fire station” can degenerate into turf wars. The desire to accomplish tasks can eclipse quality and the human component of a result. Relations within the team can suffer and it is normal to see these teams suffer collective occupational burnout. Furthermore, the team becomes too authoritarian and members may be viewed by others as brutes.
**THE DOMINANT CULTURE IN YOUR TEAM**

**Team characteristics**

The following table summarizes the dominant characteristics of teams with each of the four colour energies. See how you could apply this information to improve your effectiveness and that of your team.

<table>
<thead>
<tr>
<th>Team Characteristics</th>
<th>Cool Blue Team</th>
<th>Earth Green Team</th>
<th>Sunshine Yellow Team</th>
<th>Fiery Red Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team’s Preferred Communication Method</td>
<td>Tried and tested communication methods - the written word</td>
<td>Personal sharing of experiences</td>
<td>Creative, novel and new communication methods</td>
<td>Group debate and direct challenge</td>
</tr>
<tr>
<td>Team will prefer tasks that are</td>
<td>Theoretical Require thought</td>
<td>Social Personal</td>
<td>Insightful Engaging</td>
<td>Practical Organised</td>
</tr>
<tr>
<td>Team orientation</td>
<td>Efficient and run on facts</td>
<td>Friendly and service-oriented</td>
<td>Innovative and growth-oriented</td>
<td>Effective and results oriented</td>
</tr>
<tr>
<td>Preferred team structure</td>
<td>Bureaucratic</td>
<td>Fraternal</td>
<td>Entrepreneurial</td>
<td>Command and control</td>
</tr>
<tr>
<td>Team philosophy</td>
<td>Predictable and risk averse</td>
<td>Traditional and inclusive</td>
<td>Energetic and inspirational</td>
<td>Performing and driven</td>
</tr>
<tr>
<td>Team strives for</td>
<td>Quantification Rationality Control</td>
<td>Loyalty to team Harmony Personal support</td>
<td>Aspirational vision Development Growth</td>
<td>Accountability Opportunity Action plans</td>
</tr>
</tbody>
</table>
A team’s tasks and approach

This table summarizes the various approaches to managing tasks.

<table>
<thead>
<tr>
<th>Team Characteristics</th>
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<th>Fiery Red Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Approach to team tasks will involve</strong></td>
<td>Progress tracking with measures, statistics and charts.</td>
<td>Working with familiar methods and processes.</td>
<td>Innovation, fun and team engagement.</td>
<td>Strategising and preparing the team for the future.</td>
</tr>
<tr>
<td></td>
<td>Managing down costs.</td>
<td>Assigning work to team members in a fair and equitable way.</td>
<td>Building in time for personal growth as well as achieving the task.</td>
<td>Creating practical systems and models.</td>
</tr>
<tr>
<td></td>
<td>Focusing on schedules.</td>
<td>Using past experience to complete jobs in a methodical and practical way.</td>
<td>An emphasis on novel ways to communicate.</td>
<td>Vigorous and direct team debate/challenge.</td>
</tr>
<tr>
<td></td>
<td>Demonstrating quantifiable results.</td>
<td>Creating a written analysis of the skills individuals bring to the team and their needs from the team.</td>
<td>Prioritising the team’s workload based on what motivates and inspires the team.</td>
<td>Ensuring the team grows as the task is completed</td>
</tr>
<tr>
<td></td>
<td>Incremental productivity improvement through process review</td>
<td>A focus on “problem solving” immediately</td>
<td></td>
<td>Embracing change that will improve performance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Approach to team tasks will avoid at all costs</strong></th>
<th>Sitting in a team circle and ‘raising self-awareness’.</th>
<th>Embracing a new method that has not been tested.</th>
<th>Detailed costings, timelines and figures.</th>
<th>Doing other people’s work.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speculative group brainstorming that seem “pie in the sky”</td>
<td>Jumping to team conclusions without consensus or adequate reflection first.</td>
<td>Being responsible for anything to do with detailed accounts!</td>
<td>Any need to be friends with work colleagues.</td>
<td></td>
</tr>
<tr>
<td>Working with unproven methods with no track record</td>
<td>Being critical of people if it could embarrass them and cause a “loss of face”.</td>
<td>Establishing hierarchies and lines of power.</td>
<td>Excessive use of figures and administrative details.</td>
<td></td>
</tr>
<tr>
<td>Any team activity that can reduce concentration or focus on the task</td>
<td>Referring to people as “resources” and viewing work as “a machine.”</td>
<td>Having to engage with any documentation and paper work.</td>
<td>Any boring or recurring team tasks.</td>
<td></td>
</tr>
</tbody>
</table>

See how you could apply this information to improve your effectiveness and that of your team.
COMPARE YOUR PERSONAL COLOURS WITH THOSE OF YOUR TEAM MEMBERS.

Think about this:

What colour energy must I have to consciously adapt to my team’s culture. How can I do that?

What are the colours I prefer that are less popular among the team? What gifts can I give to my team even if they are counter to the culture? How can I do this?
Our values are beliefs that help us make decisions. These values play a crucial role when we interact with others. They can be a source of discussion or a source of conflict.

Our values consist of a reflection of what we learned from our family and our environment. When teams are formed, we must clearly understand that each team member brings to the table his own system of values. These differences are likely to sow energy and provide interesting information but can also be sources of conflict. Understanding how values can have an impact on the team is a crucial factor in team building.

Comment [U26]: Simply for the purpose of varying the vocabulary, including “can”, I would write: “Understand how values contribute to the team’s dynamism…”

Comment [U27]: I have changed much of the vocabulary in this paragraph. Please review.